

All Funds

Administration

Mission / Summary

Mission

The mission of the Department of Administration is to assist other County departments and provide countywide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

	2004	2005	2005	2006	Change From 2005	
		Adopted			Adopted Budget	
Financial Summary	Actual	Budget (a)	Estimate	Budget	\$	%
General Fund						
Expenditures	\$6,094,957	\$6,595,388	\$6,444,034	\$6,565,987	(\$29,401)	-0.45%
Revenues	\$1,010,962	\$1,026,970	\$1,031,545	\$1,080,138	\$53,168	5.18%
Tax Levy	\$5,514,854	\$5,568,418	\$5,568,418	\$5,485,849	(\$82,569)	-1.48%
Exp. (Over)/Under Rev. & Levy	\$430,859	-	\$155,929	-	-	-
Risk Management						
Expenditures	\$1,959,440	\$2,033,748	\$1,970,802	\$2,035,319	\$1,571	0.08%
Revenues	\$1,790,621	\$2,033,748	\$1,979,948	\$2,035,319	\$1,571	0.08%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./ (Loss)	(\$168,819)	-	\$9,146	-	-	N/A
Communications						
Expenditures	\$705,400	\$767,113	\$766,181	\$801,192	\$34,079	4.44%
Revenues	\$818,462	\$792,475	\$784,428	\$801,192	\$8,717	1.10%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./ (Loss)	\$113,062	\$25,362	\$18,247	-	(\$25,362)	-100.00%
Collections						
Expenditures	\$577,449	\$688,051	\$646,723	\$718,546	\$30,495	4.4%
Revenues	\$683,242	\$688,051	\$754,665	\$718,546	\$30,495	4.4%
Tax Levy (b)	(\$75,000)	(\$95,000)	(\$95,000)	(\$95,000)	\$0	0.0%
Operating Inc./ (Loss)	\$105,793	-	\$107,942	-	-	N/A
Total All Funds						
Expenditures	\$9,337,246	\$10,084,300	\$9,827,740	\$10,121,044	\$36,744	0.4%
Revenues	\$4,303,287	\$4,541,244	\$4,550,586	\$4,635,195	\$93,951	2.1%
Tax Levy	\$5,439,854	\$5,473,418	\$5,473,418	\$5,390,849	(\$82,569)	-1.5%
Exp. (Over)/Under Rev. & Levy	\$430,859	-	\$155,929	-	-	0.0%
Operating Inc./ (Loss)	\$50,036	\$25,362	\$135,335	-	(\$25,362)	-100.0%

(a) The 2005 Adopted budget is restated to reflect the transition of the Records Management Fund into the Non-Departmental – End User Operations & Technology Fund with the 2006 budget.

(b) A fund balance appropriation (as a memo item) is used to repay the general fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County tax levy.

All Funds

Administration

Summary /
Capital Projects

Position Summary (FTE)	2004 Actual	2005 Adopted Budget (b)	2005 Estimate	2006 Budget	Budget Change \$
Department of Administration:					
Regular Positions	75.90	75.95	75.95	74.00	(1.95)
Extra Help	2.78	2.82	2.82	2.62	(0.20)
Overtime	0.15	0.15	0.15	0.10	(0.05)
Total	78.83	78.92	78.92	76.72	(2.20)
(a) End User Operations & Technology Fund (Memo):					
Regular Positions	17.00	17.00	17.00	19.00	2.00
Extra Help	9.32	10.86	10.86	10.64	(0.22)
Overtime	0.10	0.20	0.20	0.12	(0.08)
Total	26.42	28.06	28.06	29.76	1.70
Grand Total	105.25	106.98	106.98	106.48	(0.50)

(a) Refer to Non-Departmental section.

(b) Restated to reflect the transition of the Records Management Fund into Non-Departmental – End User Operations & Technology Fund in 2006.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '05	Estimated Operating Impact	A = Annual T = One- Time
9819	Justice System Redevelopment	2005	\$1,756,570	100%	\$72,000	A
200027	Electronic Document Mgmt System (a)	2006	\$1,425,000	70%	\$78,300	A
200101	Internet & Intranet Infrastructure	2005	\$2,116,650	100%	\$35,000	A
200109	Implement HHS Automated System (b)	2006	\$1,395,000	90%	\$98,250	A
200201	Mobile Data Infrastructure Upgrade (c)	2005	\$695,000	100%	\$4,500	A
200204	Payroll System Upgrade	2005	\$515,000	100%	\$76,620	A
200205	Tax Records Replacement (d)	2005	\$900,000	100%	\$22,000	A
200206	Fiber & Wireless to County Facilities	2008	\$960,500	80%	\$41,000	A
200207	Telecommunications Solution & Infrastructure Analysis Upgrade (e)	2006	\$800,000	10%	\$18,000	A
200319	Upgrade Office suite from Windows 2000	2006	\$610,000	10%	\$123,000	A
200327	Upgrade Collections (CUBS) System (f)	2006	\$320,000	10%	\$22,500	A
200411	HIPAA Security	2006	\$160,000	95%	TBD	A
200412	Oracle Infrastructure Upgrade	2005	\$355,000	100%	\$24,000	A
200413	CITRIX Server Expansion	2006	\$295,000	60%	(\$75,000)	A
200414	County wide Cashiering	2006	\$770,000	15%	\$43,250	A
200619	Countywide Financial Operations & Management System Study	2007	\$200,000	N/A	\$0	N/A
200621	Consolidation of Network Operating Systems	2007	\$635,000	N/A	\$45,000	A
200622	Register of Deeds Track Index Replacement (g)	2008	\$275,000	N/A	\$45,000	A
200624	Re-engineering I.T Infrastructure	2008	\$250,000	N/A	\$10,000	A

(a) Coordinated project with Records Management.

(b) Coordinated project with Health & Human Services.

(c) Coordinated project with Radio Services.

(d) Coordinated project with Treasurer & Register of Deeds.

(e) Coordinated project with Telecommunications.

(f) Coordinated project with Collections.

(g) Coordinated project with Register of Deeds.

General Fund

Administration

Fund Purpose / Summary

Fund Purpose

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from taxes, but the fund also receives fees, intergovernmental revenues, interest earnings and other revenues.

	2004	2005 Adopted	2005 Estimate	2006 Budget	Change From 2005 Adopted Budget	
Financial Summary	Actual	Budget			\$	%
Personnel Costs	\$5,181,460	\$5,527,467	\$5,409,580	\$5,470,683	(\$56,784)	-1.0%
Operating Expenses	\$597,555	\$749,290	\$718,607	\$767,060	\$17,770	2.4%
Interdept. Charges	\$315,942	\$318,631	\$315,847	\$328,244	\$9,613	3.0%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$6,094,957	\$6,595,388	\$6,444,034	\$6,565,987	(\$29,401)	-0.4%
General Government	\$198,097	\$342,122	\$342,122	\$364,242	\$22,120	6.5%
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Service	\$168,302	\$166,256	\$166,356	\$123,026	(\$43,230)	-26.0%
Interdepartmental	\$549,818	\$490,992	\$490,792	\$565,370	\$74,378	15.1%
Other Revenue	\$21,964	\$27,600	\$27,500	\$27,500	(\$100)	-0.4%
Appr. Fund Balance	\$72,781	\$0	\$4,775	\$0	\$0	N/A
Total Revenues	\$1,010,962	\$1,026,970	\$1,031,545	\$1,080,138	\$53,168	5.2%
Tax Levy	\$5,514,854	\$5,568,418	\$5,568,418	\$5,485,849	(\$82,569)	-1.5%
Exp. (Over)/Under Rev. & Levy	\$430,859	-	\$155,929	-	-	
Position Summary (FTE)						
General Fund:						
Regular Positions	64.60	64.65	64.65	62.70	(1.95)	
Extra Help	1.68	1.58	1.58	1.38	(0.20)	
Overtime	0.10	0.08	0.08	0.03	(0.05)	
Total	66.38	66.31	66.31	64.11	(2.20)	
* End User Operations & Technology Fund (Memo):						
Regular Positions	17.00	17.00	17.00	19.00	2.00	
Extra Help	9.32	10.86	10.86	10.64	(0.22)	
Overtime	0.10	0.20	0.20	0.12	(0.08)	
Total	26.42	28.06	28.06	29.76	1.70	
Grand Total	92.80	94.37	94.37	93.87	(0.50)	

* Refer to Non-Departmental

Departmental Strategic Objectives**Manage Resources With Fiscal Prudence**

1. Incorporate the County's new Strategic Planning direction into the annual financial forecast update and 2007 Budget process including consultant's recommendations related to performance outcomes and performance measurement (Budget - 3rd Qtr 2006).
2. Update the Five-year Financial Forecast to reflect State and Federal impacts to Waukesha County for use in preparing for the 2007 County Budget (Budget – 2nd Qtr 2006).
3. Evaluate the viability of an alternative to Microsoft Office, and if appropriate deploy to the users that can use the alternative. If no alternative is viable, upgrade County users to the latest supported version of Microsoft Office (Information Technology – 2nd Qtr 2006).
4. Evaluate appropriate, additional opportunities of cooperative government processing with other municipalities and regional counties. Developing strategies that will maximize the effectiveness of the County's Information Technology (IT) environment, encourage shared data and processing opportunities, and reduce the overall cost of technology for Waukesha County (Information Technology – 3rd Qtr 2006).
5. Perform market research to determine feasibility of obtaining a rebate on the County's pro card spending. If potential exists, re-solicit and act as lead agency for V.A.L.U.E. (Purchasing Consortium) procurement process (Purchasing - 1st Qtr 2006).
6. Human Resources Division to evaluate efficiencies in use of office space and staffing for smaller departments in order to reduce the County property tax levy (2nd Qtr 2006).

Provide Comprehensive Customer Service

1. Complete the assessment, selection and implementation process for a County-wide cashiering system that can replace the majority of the disparate cashiering systems that are in place currently (Multi-Divisional).
2. With regional county participation and the State of Wisconsin, develop a public safety information sharing environment, utilizing technologies that allow for individual control of data ownership while encouraging the sharing of critical public safety data (Information Technology – 4th Qtr 2006).
3. If feasible, implement planned on-line bid functionality for Department of Public Works (DPW) (Purchasing – 1st Qtr 2006).
4. Begin the process of incorporating the realignment of IT Division. Initially integrating Electronic Records Management into the Solutions section (1st Qtr, 2006), establishing the Business Analysis function through conceptual training, and initial engagements with the departments supported within the County (2nd Qtr, 2006) and the evolution of the Security and Compliance function within the Business Services section (4th Qtr, 2006) (Information Technology – 4th Qtr 2006).
5. Transition Records Management billing and other administrative functions from Purchasing to Business Office staff (Business Office – 1st Qtr 2006).

Innovate and Seek Continuous Quality Improvement

1. Implement the new investment disclosures required by Governmental Accounting Standards Board Statement 40 ("Deposit and Investment Risk Disclosures") with the 2005 Comprehensive Annual Financial Report (Accounting – 2nd Qtr 2006).
2. Participate in work groups to evaluate e-payment initiatives, customer relations management (CRM) initiative, and document management system for more efficient County operations (Multi-Divisional - 2006-2007).
3. With the Department of Emergency Preparedness, install the selected Mobile Data Computing software/hardware solution for the Sheriff's Department and agencies participating in the project (Information Technology – 3rd Qtr 2006).
4. Working with the Collections Division, install and test the major upgrade of the Columbia Ultimate Business Systems (CUBS) to its most current supported version (Information Technology – 4th Qtr 2006).
5. With the Facilities Division of DPW, complete the assessment of the future facility requirements for the current Computer Room. Design and plan an appropriate strategy to address the defined issues (Information Technology – 2nd Qtr 2006).
6. Complete the development of the re-engineering of the IT infrastructure, linked to the County's business strategic plan and develop a related funding plan (Multi-Divisional – 2nd Qtr 2007).

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7. Complete the development of the interface between the County's PeopleLink system and the State WiSACWIS system for Health and Human Services (Information Technology – 2nd Qtr 2006).

Retain and Develop a High Quality Workforce

1. In conjunction with the Sheriff's Department and Risk Management staff to plan, design, and implement a Fitness for Duty program for newly hired law enforcement officers. The tasks include establishment of a management/employee work group, selection of a consultant to perform a job analysis to determine the critical physical components and requirements of the jobs, and to develop a phased in implementation plan (Employment Services/Labor Relations - 4th Qtr 2006).
2. Conduct a detail claims audit of the County Point of Service plan for both the active and retiree groups (Labor Relations – 3rd Qtr 2006).
3. In conjunction with Risk Management implement a Countywide Light Duty program for addressing the return to work issues for employees following recovery and return to work from worker's compensation injury and illnesses (Employment Services – 2nd Qtr 2006).

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05**Manage Resources With Fiscal Prudence**

1. Completed the "pilot" project to install and test "thin client" devices as replacement to PCs for the Jail division of the Sheriff's Department. Results indicate a small change in the strategy. Expansion of the use of Citrix has been successful for the Senior Services SAMS system, the upgraded Ceridian Payroll/HRIS system, and the Parks CLASS system (Goal 2.3 - Information Systems).
2. Implemented a redesigned Retiree Health Insurance program. Worked with plan administrators, actuaries, and the Retiree Advisory Committee to redesign the retiree health insurance program (Goal 2.2 - Labor Relations).
3. Completed the production installation of the EZ Access Tax Records system for the Register of Deeds Tax Listing system (Goal 4.1 - Multi-Divisional).
4. Updated and enhanced the Internal five-year financial forecast model working with a consultant to tailor the forecast model to the County needs using aspects of our existing forecast model to improve and assist in early identification of future years funding gaps (shortfalls) based on certain assumptions and "what if" scenarios while more easily the updating and forecast process (Goal 2.1 - Budget).
5. Coordinated County effort in analysis of Governor's 2005-2007 Budget proposal for impacts on County funding, services/program and prepared summary document of impact on County for Legislative delegation (Budget).

Provide Comprehensive Customer Service

1. Completed the transition of Business Continuity (BC) functions from Purchasing to Department of Emergency Preparedness. Provided all background information, trained their staff on BC software administration, provided written documentation on all requirements, had Emergency Preparedness staff "shadow" on both the table top and live 2005 exercise so that they can handle 2006 exercise independently and have transitioned all budget, website, training and contract issues to them (Goal 5.2 - Purchasing).
2. Completed testing of the Business Continuity website at the Application Service Provider (ASP) provider and the functionality and availability was confirmed. When the website is activated during a BC event, there will be a public view and a view for employees/BC team members, both of which are password protected. Completed testing of the Business Continuity software upgrade and trained all Business Continuity enterers in its new capabilities including the provision of training materials (Goal 2.5 - Purchasing).
3. Installed the secondary Storage Area Network environment at the Waukesha County Communications Center (WCCC), allowing data replication for Business Continuity for county systems, and allowing for full replication of Computer-Aided dispatch information, to allow for system activation at the backup dispatch site, in the event of a catastrophic event happening at the WCCC (Information Systems).

Innovate and Seek Continuous Quality Improvement

1. Planned for and assisted with the transfer of most business and financial management aspects of Radio Services division transfer to the Department of Emergency Preparedness (Goal 5.2 - Budget).
2. Completed the production installation of all partner agencies, into the Waukesha County Communications Center Spillman system. With the conversion and transition of the City of Brookfield, the initiative has been completed. Post-installation to the latest version of the Spillman modules was also completed (Goal 5.2 - Information Systems).
3. Completed the installation of the Wide Area Network (WAN) that links all participating agencies to the County for access to the Spillman Computer Aided Dispatch (CAD) and Law Records Management Systems (Information Systems).
4. Implemented the required security measures to bring the County into HIPAA security compliance as required by federal mandate (Goal 1.3 - Information Systems).
5. Implemented compliance with Governmental Accounting Standards Board (GASB) Statement 44 ("Economic Condition Reporting: The Statistical Section") in the 2004 Comprehensive Annual Financial Report (CAFR). This change was implemented one year ahead of schedule, and Waukesha County's schedules are currently being considered by GASB as examples for inclusion in an upcoming Implementation Guide (Goal 1.7 - Accounting).
6. After testing by both County employees and vendors, the Purchasing on-line bidding functionality went live February 28, 2005 with informal bids, and in April, expanded to formal bids. Beginning in May, surveys were sent to vendors to obtain their feedback on the use of our website (Goal 4.5 - Purchasing).
7. Completed the installation and authentication of the Avatar PM module for Health and Human Services, including the Ability to Pay module required by the department and the generation of Family Statements. This brought the County into compliance with the Health Insurance Portability and Accountability Act (HIPAA) EDI transaction requirements targeted for 2003 (Information Systems).
8. Completed the production transition to the State Protect system for the District Attorney (Information Systems).

Retain and Develop a High Quality Workforce

1. Implemented an Advanced Management University training program in the areas of Risk Management, Labor Relations and Leadership (Goal 3.2 - Employment Services).
2. Established a formal labor/management structure as a venue for open and direct communications between the County and the labor organizations representing 75% of the County's workforce. Areas discussed include health care cost containment strategies, County policies and procedures and other County initiatives (Labor Relations).
3. Implemented a quarterly Human Resources newsletter for all County employees. Goal is to inform, educate, reinforce critical County policies, provide information on employee benefits and training opportunities, as well as upcoming events and deadlines.

Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	11.78	12.00	12.00	11.80	(0.20)
Personnel Costs	\$548,102	\$524,078	\$517,501	\$512,217	(\$11,861)
Operating Expenses	\$19,036	\$42,825	\$40,838	\$40,850	(\$1,975)
Interdept. Charges	\$32,315	\$23,768	\$23,768	\$28,204	\$4,436
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$599,453	\$590,671	\$582,107	\$581,271	(\$9,400)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$92	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$92	\$0	\$0	\$0	\$0
Tax Levy	\$586,858	\$590,671	\$590,671	\$581,271	(\$9,400)

Exp. (Over) Under Rev. & Levy	(\$12,503)	-	\$8,564	-	-
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Program Highlights

Personnel costs decrease mostly due to increased vacancy and turnover for the department and a decrease in temporary extra help hours, partially offset by an increase in cost to continue and increased health insurance costs, including an increase for a family plan from a single plan for a new employee. Operating expenses decrease due to a reduction in third party temp help. Interdepartmental charges increase due to End User Operations and Technology Fund charges.

Performance Measure Description

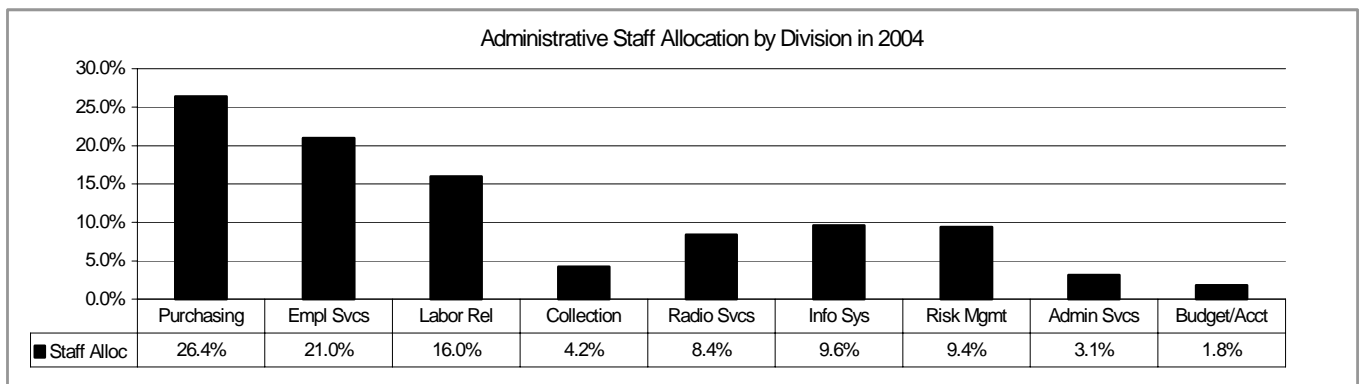
Backup coverage should occur 100% of the time when division administrative staff has planned absences. In cases of unplanned absences where Administrative Services is notified (such as sick leave and unplanned medical leave), the long-term goal is to provide coverage at least 95% of the time (2001 strategic plan).



Performance Measures

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Coverage – Planned Absences	100%	100%	100%	100%	0%
Coverage – Unplanned Absences	100%	100%	100%	100%	0%

Activity



Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration budget, assists divisions and other County departments in their business operations, financial functions, and financial analyses. It also provides tax billing services and assistance to the Treasurer and Register of Deeds in providing tax collection and Notice of Assessment services.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	5.55	5.50	5.50	5.50	0.00
Personnel Costs	\$430,868	\$447,364	\$446,367	\$468,304	\$20,940
Operating Expenses	\$50,479	\$47,546	\$47,518	\$17,750	(\$29,796)
Interdept. Charges	\$8,081	\$8,632	\$8,632	\$9,238	\$606
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$489,428	\$503,542	\$502,517	\$495,292	(\$8,250)
General Government	\$198,097	\$342,122	\$342,122	\$364,242	\$22,120
Charges for Services	\$166,005	\$165,406	\$165,406	\$121,926	(\$43,480)
Interdepartmental	\$524,818	\$458,992	\$458,792	\$476,370	\$17,378
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$888,920	\$966,520	\$966,320	\$962,538	(\$3,982)
Tax Levy	(\$195,523)	(\$462,978)	(\$462,978)	(\$467,246)	(\$4,268)

Exp. (Over) Under Rev. & Levy	\$203,969	-	\$825	-	-
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**Program Highlights**

Personnel costs increase due to cost to continue existing staff. Operating expenses decrease mostly due to the elimination of CAMA by \$29,200 and reductions in travel and tuition by \$1,200. Interdepartmental charges increase due to End User Operations & Technology Fund charges. General government and Interdepartmental revenues increase due to an increase in County indirect charges by \$42,500, partially offset by a decrease in business office charges to the Radio Division with it's transfer to the Department of Emergency Preparedness by \$3,000. Charges for services decrease by \$45,900 due to the termination of CAMA (assessment system) provided services with Menomonee Falls and Muskego transitioning to their new systems.

Performance Measure Description

These performance measures illustrate the taxation process and will have implications on customer satisfaction.

**Performance Measures**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
# Tax bills reprinted due to agency/County error	3	0	2	3	3
Average # of days to produce tax bill	4.1	3.0	3.5	3.2	0.2
First date tax bills provided	11/30/04	11/30/05	11/30/05	11/29/06	(1)
Last date tax bills provided	12/16/04	12/14/05	12/16/05	12/15/06	1

**Activity**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
# Tax Billing Customers	34	33	33	34	1
# Property Tax Bills	97,921	98,685	98,685	99,400	715
# Notice of Assessment Customers	18	18	18	18	0
# Notice of Assessments	10,856	11,269	10,000	10,856	(413)
# Online Payments	2,282	2,380	2,360	2,500	120
\$ Online Payments	\$7,049,452	\$6,908,283	\$8,100,000	\$8,545,000	\$1,636,717

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit countywide payroll in accordance with established County policies and procedures and in compliance with state and federal regulations, and file required payroll reports to various reporting agencies.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	2.54	2.55	2.55	2.52	(0.03)
Personnel Costs	\$156,013	\$159,039	\$158,993	\$164,767	\$5,728
Operating Expenses	\$57,952	\$92,163	\$92,043	\$97,849	\$5,686
Interdept. Charges	\$5,386	\$9,030	\$9,030	\$5,971	(\$3,059)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$219,351	\$260,232	\$260,066	\$268,587	\$8,355
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$39,156	\$0	\$0	\$0	\$0
Total Revenues:	\$39,156	\$0	\$0	\$0	\$0
Tax Levy	\$261,100	\$260,232	\$260,232	\$268,587	\$8,355

Exp. (Over) Under Rev. & Levy	\$80,905	-	\$166	-	-
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**Program Highlights**

Personnel costs increase due to cost to continue existing staff, partially reduced by \$1,000 for overtime. Operating expenses increase mostly due to contracted services from Ceridian. Interdepartmental charges decrease mostly due to End User Operations & Technology Fund charges.

Performance Measure Description

Payroll exception checks (errors and omissions of the payroll staff) should not exceed 0.1% (one tenth of a percent) of the total number of payroll checks processed. See below for related activity data: Paychecks Processed and Payroll Exception Checks. New system implemented in 2004.

**Performance Measures**

	2004 Actual*	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of Payroll Exception Checks to Total Checks Processed	0.09%	0.03%	0.03%	0.01%	(.02%)

**Activity**

	2004 Actual*	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Paychecks Processed	44,181	45,000	44,000	44,000	(1,000)
Payroll Exception Checks	41	15	15	5	(10)
W2s Processed	2,097	2,200	2,100	2,100	(100)

*Due to payroll errors during upgrade to new payroll system.

Accounting Services/Accounts Payable

Program Description

The Accounting Services/Accounts Payable program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles and in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses, assist the Treasurer's Office in investment of cash and audit transactions so that requisitions and payments are accurate and for a legitimate purchase of goods and services in accordance with the Adopted Budget.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	6.50	6.53	6.53	6.51	(0.02)
Personnel Costs	\$468,508	\$483,582	\$484,223	\$504,616	\$21,034
Operating Expenses	\$110,473	\$118,799	\$118,520	\$107,379	(\$11,420)
Interdept. Charges	\$15,821	\$14,124	\$14,124	\$14,098	(\$26)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$594,802	\$616,505	\$616,867	\$626,093	\$9,588
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,199	\$700	\$700	\$1,000	\$300
Interdepartmental	\$25,000	\$32,000	\$32,000	\$39,000	\$7,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$4,653	\$0	\$0	\$0	\$0
Total Revenues:	\$30,852	\$32,700	\$32,700	\$40,000	\$7,300
Tax Levy	\$394,184	\$583,805	\$583,805	\$586,093	\$2,288

Exp. (Over) Under Rev. & Levy	(\$169,766)	-	(\$362)	-	-
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Program Highlights

Personnel costs increase due to cost to continue existing staff, partially reduced by \$750 of overtime. Operating expenses decrease mainly due to reduced Oracle maintenance by \$8,500, reduced training by \$2,600 and reduced travel by \$2,000, partially offset by increased audit services by \$1,300. Interdepartmental revenues increase due to financial services provided to the Treasurer.

Performance Measure Description

* Monthly close of financial system occurs on the 5th business day after each month end, with the exception of December, which remains open later for accruals and auditing.

** The procurement card program is intended to provide a more rapid receipt of low cost items, and to reduce the administrative costs associated with the payment for those purchases. Monitoring of the average transaction amount provides assurance that larger transactions more appropriate to the accounts payable system are not being charged.



Performance Measures

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
% of Monthly Closes on Time *	100%	100%	100%	100%	0%
Average Procard Transaction **	\$120	\$118	\$118	\$118	\$0



Activity

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Budget Entries Prepared	1,082	900	975	950	50
Journal Entries Audited	2,847	3,000	3,000	3,000	0
Requisition Lines Audited	2,534	2,700	2,600	2,700	0
Invoice Lines (Direct Buys) Audited	85,299	80,000	83,000	83,000	3,000
Procard Lines Entered/Audited	9,271	9,500	9,500	9,500	0

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, grants, and other issues having a fiscal impact.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	5.54	5.43	5.43	5.48	0.05
Personnel Costs	\$435,224	\$456,690	\$456,690	\$486,721	\$30,031
Operating Expenses	\$31,610	\$33,462	\$28,392	\$32,274	(\$1,188)
Interdept. Charges	\$9,987	\$8,832	\$8,832	\$10,968	\$2,136
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$476,821	\$498,984	\$493,914	\$529,963	\$30,979
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$23	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$12,000	\$0	\$4,775	\$0	\$0
Total Revenues:	\$12,023	\$0	\$4,775	\$0	\$0
Tax Levy	\$481,581	\$498,984	\$498,984	\$529,963	\$30,979

Exp. (Over) Under Rev. & Levy	\$16,783	-	\$9,845	-	-
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Program Highlights

Personnel costs increase due to cost to continue existing staff, an employee with no health insurance electing single coverage and a mid-year shift of 0.05 FTE personnel costs of the Budget Manager no longer allocated to Radio Services operations. Operating expenses decrease mostly due to reduced contract services for budget studies. Interdepartmental expenses increase due to higher End User Operations & Technology Fund charges.

Performance Measure Description

- (a) A tax rate stability standard, not exceeding a plus or minus 5% tax rate change from the prior year, should maintain operational stability. The tax rate is expressed per thousand dollars of equalized value. (Tax rate has been reduced 16 straight years).
- (b) Capital projects are partially funded through the issuance of general obligation promissory notes and investment earnings on Capital Projects Fund Balance. The goal is to borrow less than 80% of net capital project expenditures before other financing sources are applied (investment income) by budgeting tax levy at a minimum of 20% of budget year net capital project expenditures. (see Capital Project section)
- (c) Debt service should not exceed 10% of total governmental operating expenditures. (see Debt Service section)



Performance Measures

	Standard	2003 Actual	2004 Actual	2005 Budget	2006 Budget	Budget Change
Tax Rate Stability (a)		\$2.3102	\$2.2095	\$2.1101	\$1.9634	(\$0.1467)
Actual % Change	+/- 5% prior year	(4.57%)	(4.36%)	(4.55%)	(6.95%)	N/A
Capital Project Borrow (b)	< 80% of Net	69.6%	72.0%	72.6%	72.3%	(0.3%)
Debt Service (c)	<= 10%	6.9%	6.6%	5.9%	6.3%	0.4%

Information Technology Business Services (Formally Information Systems Support)

Program Description

The IT Business Services program is responsible for providing IT expertise to assist departmental customers in integrating and blending business objectives with technology opportunities to maximize their overall efficiency. This section works cooperatively with departments to identify new IT initiatives/opportunities that are supported by developed business case and return on investment analysis. This program also serves as the central point for providing IT communication, ownership and accountability and expertise to all customer departments.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	0.30	0.30	0.30	4.30	4.00
Personnel Costs	\$46,028	\$47,690	\$47,077	\$510,767	\$463,077
Operating Expenses	\$63,780	\$58,375	\$58,210	\$81,077	\$22,702
Interdept. Charges	\$5,406	\$71,848	\$69,536	\$69,906	(\$1,942)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$115,214	\$177,913	\$174,823	\$661,750	\$483,837
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$9,460	\$0	\$0	\$0	\$0
Total Revenues:	\$9,460	\$0	\$0	\$0	\$0
Tax Levy	\$117,419	\$177,913	\$177,913	\$661,750	\$483,837

Exp. (Over) Under Rev. & Levy	\$11,665	-	\$3,090	-	-
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Program Highlights

Information Technology reorganization is primarily responsible for the personnel costs increase offset in other areas (see Information Technology Solutions). Operating expenses increase mostly due to training by \$25,000 and contract services by \$3,000, partially offset by reduced computer software by \$3,000, reduced computer equipment by \$1,800 and reduced printing by \$600.

Performance Measure Description

(a) Industry Average is 15% -20%



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staff Turnover (a)	8.8% / 3	5.9% / 2	8.8% / 3	8.8% / 3	2.9% / 1
Business Case Return On Investment*	N/A	N/A	N/A	N/A	N/A
Reviews – turnaround time*	N/A	N/A	N/A	N/A	N/A

*New unit to be developed in 2006

Information Technology Infrastructure

(Formally Network Support)

Program Description

The IT Infrastructure program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. Information Technology Infrastructure includes installation and maintenance of the enterprise network, which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	11.61	11.60	11.60	11.60	0.00
Personnel Costs	\$1,079,494	\$1,133,385	\$1,116,478	\$1,162,433	\$29,048
Operating Expenses	\$53,459	\$61,767	\$58,767	\$58,793	(\$2,974)
Interdept. Charges	\$82,950	\$52,089	\$51,103	\$57,322	\$5,233
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,215,903	\$1,247,241	\$1,226,348	\$1,278,548	\$31,307
Charges for Services	(\$80)	\$0	\$0	\$0	\$0
Other Revenue	\$8	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$887	\$0	\$0	\$0	\$0
Total Revenues:	\$815	\$0	\$0	\$0	\$0
Tax Levy	\$1,247,770	\$1,247,241	\$1,247,241	\$1,278,548	\$31,307
Exp. (Over) Under Rev. & Levy	\$32,682	-	\$20,893	-	-

Program Highlights

Personnel costs increase due to cost to continue and increased health insurance. Operating expenses decrease mostly due to reduced computer software by \$2,000 and reduced maintenance by \$1,000. Interdepartmental charges increase mostly due to increased End User Operations & Technology Fund charges.

Performance Measure Description

- (a) Major system availability is an average of the percentage of time that major systems are available (i.e., "up") during planned availability periods.
- (b) Average response time in seconds is a measure of how much time it takes a PC user to hit the enter key and when they see the response on the screen. The response time reflects the efficiency and speed of the network.
- (c) Speed of data links is the average speed that data is transmitted across our internal network links.
- (d) Severity 1 – User has called the help desk with a problem and a system problem of a critical nature prevents them from doing their job.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Major System Availability (a)	98.5%	99.9%	98.9%	99.9%	0%
Ave. Response in Seconds (b)	3	3	3	3	0
Speed of Data Links in mbs (c)	100/1000	100/1000	100/1000	100/1000	0
Software patches applied in defined time frames	100%	100%	98%	100%	0%
Network Support projects are completed and implemented within planned time frame	95%	95%	100%	95%	0%
Response time to Severity 1 support calls within 15 minutes (d)	95%	98%	97%	98%	0%
Severity 1 Problem resolution within 4 hours (d)	95%	98%	100%	98%	0%

Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Login Add/Change Forms Processed	1,120	1,100	980	1,100	0
IBM RS/6000 Servers	16	16	16	14	(2)
Major Novell and NT Servers	97	100	98	115	15
Remote Network Links	54	54	54	58	4

Information Technology Solutions

(Formally Applications Development)

Program Description

The IT Solutions program supports large computer data applications used by County staff. This support can include either developing "custom" software or implementing "package" software systems. The support also includes enhancing the systems and resolving problems with software use.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	11.30	11.30	11.30	5.30	(6.00)
Personnel Costs	\$998,120	\$1,202,849	\$1,136,808	\$562,956	(\$639,893)
Operating Expenses	\$37,918	\$47,467	\$44,832	\$44,443	(\$3,024)
Interdept. Charges	\$73,032	\$60,569	\$60,269	\$61,972	\$1,403
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,109,070	\$1,310,885	\$1,241,909	\$669,371	(\$641,514)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	(\$123)	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$1,125	\$0	\$0	\$0	\$0
Total Revenues:	\$1,002	\$0	\$0	\$0	\$0
Tax Levy	\$1,280,373	\$1,310,885	\$1,310,885	\$669,371	(\$641,514)

Exp. (Over) Under Rev. & Levy	\$172,305	-	\$68,976	-	-
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**Program Highlights**

Personnel costs decrease due to the transfer of 4.0 FTEs to Information Technology Business Services and 2.0 FTEs to End User Operations & Technology Fund, partially offset by cost to continue. Operating expenses decrease mostly due to reduced tuition by \$2,000 and reduced contracted services by \$1,900. Interdepartmental charges increase mostly due to increased End User Operations & Technology Fund charges.

Performance Measure Description

(a) Excluding vendors not meeting schedule unrelated to Applications Development performance.

(b) Severity 1 - User has called the help desk with a problem and a system problem of a critical nature prevents them from doing their job.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Software implementation					
Project Definitions match the initial project specifications	85%	100%	90%	100%	0%
Software patches applied in defined time frames	90%	100%	90%	95%	(5%)
Applications Development projects are completed and implemented within planned time frame (a)	85%	95%	90%	95%	0%
Response time to Severity 1 support calls within 15 minutes (b)	95%	98%	97%	98%	0%
Severity 1 Problem resolution within 4 hours (b)	85%	98%	100%	98%	0%

Employment Services / Training

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
Personnel Costs	\$362,996	\$382,388	\$381,235	\$400,203	\$17,815
Operating Expenses	\$110,504	\$161,410	\$155,495	\$153,619	(\$7,791)
Interdept. Charges	\$51,158	\$35,178	\$35,178	\$37,005	\$1,827
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$524,658	\$578,976	\$571,908	\$590,827	\$11,851
Charges for Services	\$27	\$50	\$50	\$50	\$0
Other Revenue	\$21,927	\$27,500	\$27,500	\$27,500	\$0
Appr. Fund Balance	\$5,500	\$0	\$0	\$0	\$0
Total Revenues:	\$27,454	\$27,550	\$27,550	\$27,550	\$0
Tax Levy	\$538,142	\$551,426	\$551,426	\$563,277	\$11,851
Exp. (Over) Under Rev. & Levy	\$40,938	-	\$7,068	-	-

Program Highlights

Personnel costs increase due to cost to continue existing staff and increased benefit costs. Operating expenses decrease mostly due to reduced contract services no longer needed by \$2,800, office supplies by \$1,300, training by \$1,000, printing by \$1,000 and medical services by \$900. Interdepartmental charges increase mostly due to End User Operations Technology Fund charges. Revenues include commissions from cafeteria/vending of \$20,000, sale of County clothing and wellness revenues.

Performance Measure Description

(a) Correctional Officer (CO) external turnover is expected to remain at 15% or less to maintain stability within the Sheriff's Department. Internal turnover is not included in this statistic, as promoting CO's to Deputy Sheriff within the County is a positive move for the department. Although turnover was low in 2003 and 2004, it may increase in 2005 due to 20 newly funded positions that will be added in July 2005 due to the jail expansion.

(b) In 1996 through 1998, DOA partnered with Sheriff's Department to reduce turnover in Dispatch area by 25% from the base measure. This reduced hiring and training costs, as well as overtime costs for staff. The base measure is 5 turnovers out of 17 positions in 1994 and 1995; a 25% reduction resulted in turnover of 4 out of 17 positions, which was attained in 1997. DOA currently monitors and assists in the maintenance of this continuing objective. Beginning in 2004 the number of positions increase with the implementation of the Waukesha County Communications Center operations. In 2005 the new goal is to keep the turnover ratio under 20% for those telecommunicators who successfully pass probation.

(c) First graduation occurred in 2003. In 2003 program was opened to professionals who aspired to management. Employees take classes as they fit into their schedules and may take longer than one year to complete. Some employees take all courses, others just what interests them. A new group started in 2004 and graduated in 2005. In 2006 the program will be revised to be a self-study for new supervisors and managers in conjunction with a management mentoring program.

Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
CO External Turnover (a)	8.5%	15%	14%	15%	0%
Telecommunicator Turnover (b)	19%	17%	19%	15%	-2%
Management U Graduates (c)	0	10	34	15	5

Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
#of Seasonal, Temporary Employees Hired	330	180	315	320	140
# of Regular Full-Time Employees Hired	115	75	105	75	0
Promotions/Demotions/Transfers	92	75	121	75	0
Peak # of Employees on Payroll	1,843	1,825	1,876	1,875	50
# of County Employees Trained	1,496	1,300	1,191	1,350	50
# of Training Programs Conducted	101	80	105	102	22
# of Employee/Family Medical Leaves	163	N/A	165	170	N/A

Employee Benefits / Labor Relations

Program Description

The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

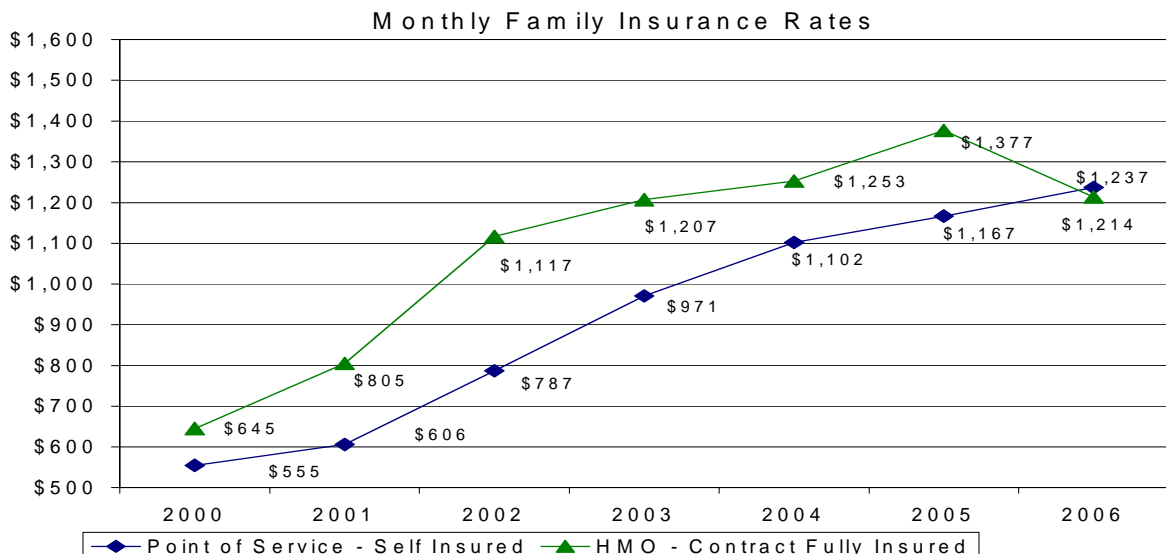
	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	3.00	3.00	3.00	3.00	0.00
Personnel Costs	\$326,448	\$337,840	\$334,280	\$349,971	\$12,131
Operating Expenses	\$39,500	\$39,163	\$39,163	\$90,201	\$51,038
Interdept. Charges	\$11,436	\$10,342	\$10,342	\$9,167	(\$1,175)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$377,384	\$387,345	\$383,785	\$449,339	\$61,994
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$50,000	\$50,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$50,000	\$50,000
Tax Levy	\$383,299	\$387,345	\$387,345	\$399,339	\$11,994

Exp. (Over) Under Rev. & Levy	\$5,915	-	\$3,560	-	-
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Program Highlights

Personnel costs increase due to cost to continue existing staff and increased benefit costs. Operating expenses increase mostly due to Point of Service claims audit by \$30,000 and health insurance fund consulting by \$20,000 formally budgeted in Non-departmental. Interdepartmental charges decrease due to End User Operations Technology Fund charges. Interdepartmental revenues are from the health insurance fund to offset the audit and consulting expenses.

Activity



Number of active employees participating	2001 Actual	2002 Actual	2003 Actual	2004 Actual	2005 Actual
POS	1,128	1,117	1,153	1,100	1,097
HMO	116	106	113	174	213

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County fixed assets (excluding buildings).

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	4.26	4.10	4.10	4.10	0.00
Personnel Costs	\$329,659	\$352,562	\$329,928	\$347,728	(\$4,834)
Operating Expenses	\$22,844	\$46,313	\$34,829	\$42,825	(\$3,488)
Interdept. Charges	\$20,370	\$24,219	\$25,033	\$24,393	\$174
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$372,873	\$423,094	\$389,790	\$414,946	(\$8,148)
General Government	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,151	\$100	\$200	\$50	(\$50)
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$37	\$100	\$0	\$0	(\$100)
Appr. Fund Balance	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,188	\$200	\$200	\$50	(\$150)
Tax Levy	\$419,651	\$422,894	\$422,894	\$414,896	(\$7,998)

Exp. (Over) Under Rev. & Levy	\$47,966	-	\$33,304	-	-
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**Program Highlights**

Personnel costs reduce mostly due to a new employee replacing a previous employee at a lower salary and an existing employee electing less health and dental benefits. Operating expenses decrease due to across the board reductions. Interdepartmental charges increase mostly due to postage increases by \$2,000, partially offset by reduced by End User Operations & Technology Fund charges reduced by \$1,300.

Performance Measure Description

Ratings are based on a 4-point scale, with a 2.5 rating considered average (between fair and satisfactory). Goal of greater than or equal to 3.0 is higher than average.

**Performance Measures**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
On-Time Delivery	3.54	3.49	3.52	3.54	0.05
Quality Level	3.55	3.46	3.58	3.55	0.09
Customer Satisfaction	3.59	3.50	3.52	3.59	0.09

**Activity**

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Requisitions Processed	829	900	846	840	(60)
Purchase Orders Issued	937	957	940	950	(7)
RFP's Reviewed & Consulted	1	5	2	3	(2)
Bids/Proposals Issued	121	130	148	145	15

Fund Purpose

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting its human, financial, and property assets from the adverse impact of loss by identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

	2004	2005 Adopted	2005	2006	Change From 2005 Adopted Budget	
	Actual	Budget	Estimate	Budget	\$	%
Financial Summary						
Personnel Costs	\$249,187	\$258,121	\$261,107	\$271,763	\$13,642	5.3%
Operating Expenses	\$1,614,162	\$1,679,704	\$1,613,772	\$1,674,982	(\$4,722)	-0.3%
Interdept. Charges	\$96,091	\$95,923	\$95,923	\$88,574	(\$7,349)	-7.7%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Debt Principle (memo) (a)	\$108,858	\$116,750	\$116,750	\$125,214	\$8,464	7.2%
Total Expenditures (a)	\$1,959,440	\$2,033,748	\$1,970,802	\$2,035,319	\$1,571	0.1%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fines/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Service	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental (b)	\$935,239	\$953,100	\$953,100	\$959,922	\$6,822	0.7%
Other Revenue (c)	\$520,110	\$679,200	\$625,400	\$591,000	(\$88,200)	-13.0%
Appr. Fund Balance (d) (e)	\$335,272	\$401,448	\$401,448	\$484,397	\$82,949	20.7%
Total Revenues (b, c, d)	\$1,790,621	\$2,033,748	\$1,979,948	\$2,035,319	\$1,571	0.1%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./(Loss) (e)	(\$168,819)	-	\$9,146	-	-	N/A
Position Summary (FTE)						
Regular Positions	3.20	3.20	3.20	3.20	0.00	
Extra Help	0.06	0.00	0.00	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	3.26	3.20	3.20	3.20	0.00	

- (a) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards.
- (b) Interdepartmental Revenues from charges to insured departments include tax levy funding.
- (c) Other Revenues include investment income, which is down due to low rates of return on the investment income earnings.
- (d) Risk Management Fund balance appropriations are as follows: 2004 Budget \$149,339 General Liability/Auto Liability/Other, \$185,933 Worker's Compensation; 2005 Budget \$188,496 General Liability/Auto Liability/Other, \$212,952 Worker's Compensation; 2006 Budget \$233,565 General Liability/Auto Liability/Other, \$250,832 Worker's Compensation.
- (e) The 2004 net operating loss differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.

Departmental Strategic Objectives**Comprehensive Customer Service**

1. Complete a hazard assessment; establish a written safety program and implement necessary training to achieve compliance with the following OSHA safety standards.
 - A. Personal Protective Equipment safety standard. (Strategic Plan Goal 1.2; 1st Qtr 2006)
 - B. Fall Protection safety standard. (Strategic Plan Goal 1.2; 1st Qtr 2006)
 - C. Powered Abrasive Wheel Equipment safety standard. (Strategic Plan Goal 1.2, 1st Qtr 2006)
 - D. Electrical safety standard. (Strategic Plan Goal 1.2; 4th Qtr 2006)
2. Continue to identify and implement necessary security related enhancements within County facilities with focus on security screening in order to protect the safety and the security of the people who work in, do business in and visit our buildings. (Ongoing)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05**Comprehensive Customer Service**

1. Developed plan to implement remaining OSHA programs in 2005 and 2006 applicable to County operations (i.e. personal protective equipment, fall protection, powered abrasive wheel equipment, electrical safety) over the next two years. (Strategic Plan Goal 1.2)
2. Assisted affected departments with their HIPAA administrative simplification rules compliance efforts: chaired workgroup, analyzed rules, evaluated exposures, and provided direction. Area of focus has been to address the Security Rule. Efforts continue throughout 2005, as policies and procedures are implemented and employee training is provided. (Strategic Plan Goal 1.3)
3. Rolled out two new training sessions modules (Advanced Worker's Compensation & Accident Reporting/Investigation Techniques and Office Ergonomics) as part of Human Resources' Management University Program. (Strategic Plan Goal 3.2)
4. As Board Chair, led Wisconsin Municipal Mutual Insurance Company in its Executive Director recruitment and transition efforts.

General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (11) and cities (3).

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00
Personnel Costs	\$152,325	\$156,674	\$159,734	\$164,104	\$7,430
Operating Expenses	\$1,065,694	\$1,149,254	\$1,089,025	\$1,122,917	(\$26,337)
Interdept. Charges	\$94,674	\$94,368	\$94,368	\$87,144	(\$7,224)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Debt-Principle (Memo) (a)	\$108,858	\$116,750	\$116,750	\$125,214	\$8,464
Total Expenditures (a)	\$1,312,693	\$1,400,296	\$1,343,127	\$1,374,165	(\$26,131)
Interdepartmental (b)	\$600,489	\$612,000	\$612,000	\$612,000	\$0
Other Revenue	\$471,274	\$599,800	\$563,400	\$528,600	(\$71,200)
Appr. Fund Balance (c)	\$149,339	\$188,496	\$188,496	\$233,565	\$45,069
Total Revenues (b)	\$1,221,102	\$1,400,296	\$1,363,896	\$1,374,165	(\$26,131)
Tax Levy	\$0	\$0	\$0	\$0	\$0

Operating Inc. /(Loss)(c)(a)	(\$91,591)	-	\$20,769	-	-
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- (a) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards.
- (b) Interdepartmental revenues from charges to insured departments include tax levy funding.
- (c) The 2004 net operating loss differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.



Program Highlights

The expenditures for this program decreased 2% or \$26,131. General/Vehicle Liability Insurance is budgeted to decrease \$13,900 or 5% based on premium forecasts. Pre-payments & Insurance Deductibles are budgeted to decrease \$9,000 or 8% based on historical trends. Estimated Future Claims payments decreased \$3,500 or 1% based on favorable actuarial trends and current reserve levels being at a 95% confidence level.

Department Insurance Charges (revenues) were held at previous years charges of \$612,000 with the assistance of \$233,565 Risk Management Fund Balance (prior years retained earnings). Other Revenues are budgeted to decrease \$71,200 or 15% due to current investment market conditions compared to previously higher budgeted revenues.

Performance Measure Description

The agency will review contracts in order to ensure that risk transfer controls are appropriate. The benchmark for this performance measure is set at 80% to ensure a timely response to Departments entering into contractual agreements.



Performance Measures

Percentage of contracts reviewed for risk exposure/transfer within 5 business days with a goal of 80%

	2004 Budget	2004 Actual	2005 Budget	2005 Estimate	2006 Budget
	80%	92%	80%	80%	80%

Workers' Compensation

Program Description

Workers' Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.

	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Staffing (FTE)	1.36	1.30	1.30	1.30	0.00
Personnel Costs	\$96,862	\$101,447	\$101,373	\$107,659	\$6,212
Operating Expenses	\$548,468	\$530,450	\$524,747	\$552,065	\$21,615
Interdept. Charges	\$1,417	\$1,555	\$1,555	\$1,430	(\$125)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$646,747	\$633,452	\$627,675	\$661,154	\$27,702
Interdepartmental (a)	\$334,750	\$341,100	\$341,100	\$347,922	\$6,822
Other Revenue	\$48,836	\$79,400	\$62,000	\$62,400	(\$17,000)
Appr. Fund Balance (b)	\$185,933	\$212,952	\$212,952	\$250,832	\$37,880
Total Revenues (a)	\$569,519	\$633,452	\$616,052	\$661,154	\$27,702
Tax Levy	\$0	\$0	\$0	\$0	\$0

Operating Inc. /(Loss) (b)	(\$77,228)	-	(\$11,623)	-	-
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(a) Interdepartmental revenues from charges to insured departments include tax levy funding.

(b) The 2004 net operating loss differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.



Program Highlights

The expenditures for this program increased \$27,702 or 4%. Worker's Compensation Self-Insured Claims payments are budgeted to increase \$12,000 or 10% based on claims payout trends. Estimated Future Claims payments are budgeted to increase \$6,600 or 3% based on actuarial data. Contracted services are budgeted to increase \$5,000 or 25% based on historical trends.

Department Insurance Charges (revenues) were held at a 2% increase \$6,822 with the assistance of appropriating \$250,832 Risk Management Fund Balance (prior year retained earnings). Other Revenues are budgeted to decrease \$17,000 or 21% due to current investment market conditions compared to previously higher budgeted revenues and historical trends for claim recoveries.

Performance Measure Description

- (1) Benchmark is Bureau of Labor Statistics (BLS), U.S. Department of Labor, most current incident rates for Wisconsin local government. BLS incident rates are commonly used to evaluate Worker's Compensation Claims experience. These rates can help determine both problem areas and progress in preventing work-related injuries and illnesses comparing ones performance to similar entities. Objective is to out perform other local governments in the state of Wisconsin. Incident rates represent the number of injuries and illnesses per 100 full-time workers calculated as $(N/EH) \times 200,000$ where N = number of injuries and illnesses, EH = total hours worked by all employees, 200,000 = base for 100 equivalent full-time workers per BLS.
- (2) Claims data as of 06/05 trended to year-end.



Performance Measures	2004 <u>Budget (1)</u> Less than	2004 <u>Actual</u>	2005 <u>Budget (1)</u>	2005 <u>Estimate (2)</u>	2006 <u>Budget (1)</u>
Total Cases Incident Rate	7.7	6.9	Less than 7.1	6.7	Less than 6.5
Days Away from Work Incident Rate	Less than 2.8	2.0	Less than 2.4	1.1	Less than 2.3

**Activity – Risk Management Fund Overall**

<u>Output Indicators:</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Estimate</u>
Safety Inspections/Surveys	30	20	20	18	18
Safety Meetings	27	26	23	23	23
Training In-services	26	18	20	18	18
Beat Articles/Flyers	2	1	2	2	3
Contracts & Ins Certificates Reviewed	361	352	499	507	503
 <u>Efficiency Indicators:</u>					
Total Purchased Insurance Premium	\$391,557	\$445,363	\$586,723	\$666,926	\$632,437
Cost of Insurance Per \$1,000 of County Expenditures*	\$2.27	\$2.49	\$3.21	\$3.36	\$2.98
Total R. M. Expenditures	\$1,608,982	\$1,993,024	\$1,316,747	\$1,959,440	\$1,970,802
Cost of Risk Per \$1,000 of County Expenditures*	\$9.34	\$11.16	\$7.20	\$9.87	\$9.27

*excludes capital projects & debt service

**Activity -- General/Auto Liability & Other Insurance Program**

<u>Output Indicators:</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Estimate</u>
#Property/Auto Physical Claims	71	72	66	51	65
Paid & Reserve Net of Subro	\$224,897	\$134,199	\$126,757	\$148,642	\$158,600
Average Cost Per Claim	\$3,168	\$1,864	\$1,921	\$2,915	\$2,440
Subrogation Collections	\$28,307	\$23,912	\$50,706	\$12,416	\$18,400
#General/Auto Liability Claims	79	65	69	57	68
Paid & Reserve	\$195,386	\$78,799	\$113,229	\$89,686	NA
Average Cost Per Claim	\$2,473	\$1,212	\$1,742	\$1,661	NA

Note: Accident year claims data valued as of 3/31/05.

NA=estimates not available due to need for actuarial analysis.

**Activity -- Workers' Compensation Program**

<u>Output Indicators:</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Actual</u>	2004 <u>Actual</u>	2005 <u>Estimate</u>
# Worker's Compensation Claims	129	132	97	121	127
Paid & Reserve Net of Subro	\$365,849	\$398,773	\$456,116	\$374,455	NA
Average Cost Per Claim	\$2,836	\$2,953	\$4,702	\$3,095	NA

Note: Accident year claims data valued as of 03/31/05.

\$ Includes legal expenses and disability pay.

NA=estimates not available due to need for actuarial analysis.

Communications

Administration

Fund Purpose/ Summary/Capital Projects

Fund Purpose

The Communications Division operates as an Internal Service fund by providing countywide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.

	2004	2005 Adopted	2005	2006	Change From 2005 Adopted Budget	
	Actual	Budget	Estimate	Budget	\$	%
Financial Summary						
Personnel Costs	\$170,726	\$181,107	\$180,190	\$188,538	\$7,431	4.1%
Operating Expenses	\$515,213	\$563,428	\$563,413	\$589,998	\$26,570	4.7%
Interdept. Charges	\$19,461	\$22,578	\$22,578	\$22,656	\$78	0.3%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$705,400	\$767,113	\$766,181	\$801,192	\$34,079	4.4%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$787,626	\$790,307	\$782,736	\$791,100	\$793	0.1%
Appr. Fund Balance (a)(c)	\$24,000	\$0	\$0	\$8,400	\$8,400	N/A
Other Revenue	\$6,836	\$2,168	\$1,692	\$1,692	(\$476)	-22.0%
Total Revenues	\$818,462	\$792,475	\$784,428	\$801,192	\$8,717	1.1%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Operating Inc./(Loss)						
(b)(c)	\$113,062	\$25,362	\$18,247	-	(\$25,362)	-100.00%
Position Summary (FTE)						
Regular Positions	2.35	2.35	2.35	2.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.01	0.07	0.07	0.07	0.00	
Total	2.36	2.42	2.42	2.42	0.00	

- (a) Communications includes a fund balance appropriation of \$24,000 in 2004 for contract services to determine the appropriate system in 2005 and of \$8,400 in 2006 to stabilize charges to departments.
- (b) Operating income in 2004 and 2005 offsets the prepayment of a 2-year contract in 2003.
- (c) The 2004 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '05	Estimated Operating Impact	A = Annual T = One- Time
200207	Telecommunications Environment Upgrade (a)	2006	\$800,000	10%	TBD	A

- (a) Coordinated project with Department of Administration – Information Technology.

Departmental Strategic Objectives

Innovate and Seek Continuous Quality Improvement

1. Implement Telecommunications Solution & Infrastructure Analysis & Upgrade Capital Project. (3rd Qtr. 2006)
2. Develop an RFP for a new telecommunications system. (4th Qtr. 2006)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

Manage Resources With Fiscal Prudence

1. Implemented a 4.65% (\$1.00/month/line) rate reduction on fixed regular telephone charges and 2.6% (\$.50/month/line) rate reduction on fixed cellular charges.

Provide Comprehensive Customer Service

1. Implemented new voice and data at the Waukesha County Communication Center (WCCC) including the addition of the Emergency Preparedness group to the center.
2. Upgraded telecommunications and data needs at Retzer Nature Center during their construction/remodeling project. This included a new Dmark into the building and new wiring to all locations within the building.

Innovate and Seek Continuous Quality Improvement

1. Completed the telecommunication study, which concluded that the Voice Over IP is a viable solution for Waukesha County and led to the Telecommunication Solution & Infrastructure Analysis and Upgrade Project.



Program Highlights

Personnel costs increase due to cost to continue existing staff. Operating expenses increase mostly due to the Centrex contract pre-payment expiring in May 2005 resulting in full costs for all twelve months in 2006 versus partial costs for four months and full costs for eight months in 2005. Interdepartmental charges increase due to increase in End User Operations and Technology Fund charges. Interdepartmental revenues increase mostly due to increased number of lines, partially offset by a decrease in phone usage. Other revenues decrease mostly due to a decrease in pay phone commissions. Fund balance increase is used to stabilize charges to departments.

Performance Measure Description

The performance measure describes the telecommunication systems and capabilities of the County.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
Monthly Charge:					
Centrex telephone lines	\$20.00	\$19.00	\$19.00	\$19.00	\$0.00
Cellular phones	\$19.00	\$18.50	\$18.50	\$18.50	\$0.00
Availability/Up time	99%	99%	99%	99%	0%



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
# of Regular Telephone Lines	1,815	1,852	1,865	1,869	17
# of Business Set Lines	161	160	160	160	0
# of Cellular Phones	275	284	280	280	(4)

Collections

Administration

Fund Purpose/ Summary/Capital Projects

Fund Purpose

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary	2004	2005 Adopted	2005	2006	Change From 2005 Adopted Budget	
	Actual	Budget	Estimate	Budget	\$	%
Personnel Costs	\$419,143	\$437,076	\$437,268	\$457,418	\$20,342	4.7%
Operating Expenses	\$60,144	\$153,350	\$111,030	\$150,720	(\$2,630)	-1.7%
Interdept. Charges	\$98,162	\$97,625	\$98,425	\$110,408	\$12,783	13.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$577,449	\$688,051	\$646,723	\$718,546	\$30,495	4.4%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$86,407	\$63,000	\$80,000	\$66,500	\$3,500	5.6%
Interdepartmental	\$350,117	\$406,225	\$455,000	\$455,950	\$49,725	12.2%
Other Revenue	\$234,718	\$174,551	\$175,390	\$159,046	(\$15,505)	-8.9%
Appr. Fund Balance (a) (b)	\$12,000	\$44,275	\$44,275	\$37,050	(\$7,225)	-16.3%
Total Revenues	\$683,242	\$688,051	\$754,665	\$718,546	\$30,495	4.4%
Tax Levy (c) (memo)	(\$75,000)	(\$95,000)	(\$95,000)	(\$95,000)	\$0	0.0%
Operating Inc./(Loss) (b)	\$105,793	-	\$107,942	-	-	N/A

Position Summary (FTE)

Regular Positions	5.75	5.75	5.75	5.75	0.00
Extra Help	1.04	1.24	1.24	1.24	0.00
Overtime	0.04	0.00	0.00	0.00	0.00
Total	6.83	6.99	6.99	6.99	0.00

(a) A fund balance appropriation in 2004 and 2005 of \$12,000 is for the Universe system maintenance, a fund balance appropriation in 2005 and 2006 of \$27,500 is for the depreciation expense of the Columbia Ultimate Business Systems (CUBS) upgrade and a fund balance appropriation in 2005 of \$4,775 and in 2006 of \$9,550 is for the depreciation expense of office renovation capitalized costs for a total of \$44,275 in the 2005 budget and a total of \$37,050 in the 2006 budget.

(b) The 2004 net operating income differs from the amount shown in the Comprehensive Annual Financial Report by the fund balance amount shown.

(c) A fund balance appropriation (as a memo item) is used to repay the general fund for start-up funds and deferred indirect costs provided in prior years, which reduces the overall general County tax levy.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completi on Year	Total Project Costs	Estimated % Complete End of '05	Estimated Operating Impact	A = Annual T = One- Time
200327	Upgrade Columbia Ultimate Business Systems (CUBS)(a)	2006	\$320,000	10%	\$22,500	A

(a) Coordinated project with Department of Administration – Information Technology.

Departmental Strategic Objectives

Manage Resources With Fiscal Prudence

1. Continue fund balance appropriation to reduce overall general tax levy of \$95,000. Since 2000 Collections has paid \$440,000 to the general fund to repay startup funds of \$71,130 (1994-1996) and non-charged indirect costs (1994-1998) to reduce overall general tax levy. (4th Qtr. 2006)

Major Departmental Strategic Achievements from 7/01/04 to 6/30/05

Manage Resources With Fiscal Prudence

1. Implemented a 3.8% decrease in user charges from 26% of amounts collected to 25%. This is the seventh decrease from the initial 40% rate and a cumulative decrease of 37.5% since 1997.

Innovate and Seek Continuous Quality Improvement

1. Added 1 municipality to the intergovernmental cooperative collection services program to bring the total intergovernmental users to 18.
2. Worked cooperatively with Health and Human Services (HHS) and their software vendor to define/develop/establish ability to pay functionality in their new billing system, which is fully compliant with Wisconsin rules/statutes.
3. Worked cooperatively with HHS to define, develop, and establish a plan for converting of old account balances to their new developed billing software and/or referred accounts for collection.



Program Highlights

Personnel costs increase due to cost to continue existing staff. Operating expenses decrease due to a decrease of \$9,600 for one-time purchase of office furniture and equipment in 2005 not repeated in 2006, decrease of \$10,000 for lower cost of universe licensing than originally planned, partially offset by increased depreciation expense of \$4,800 for office renovation and software upgrade and increased contracted and skip tracing services of \$9,750 with the anticipated increase in older account referrals from HHS. Interdepartmental charges increase by \$12,800 due to the increased use of Corporation Counsel services of \$2,000, increased End Use Operations and Technology Fund (EUOTF) charges of \$6,470 and increased county indirect overhead charges of \$5,000.

Charges for Service revenues increase due to additional municipal collection contracts and increased collections. Interdepartmental revenue increase due to projected additional state shared collections of \$200,000. Other revenues decrease mostly due to reduced interest on judgments of \$16,500, which is net of \$39,100 (20% of 2004 actual collections) shared with the District Attorney. Collection fund balance appropriation of \$37,050 is for depreciation expense of the collections system upgrade at \$27,500 and office renovation of \$9,550.

In summary, over \$112,300 (15.5%) of the total costs incurred by this program is for Countywide and departmental indirect costs, depreciation expense (one year period charge for investment in capitalized fixed assets), legal support from Corporation Counsel offices, administrative support from Department of Administration and end user computer support total cost of personal computer ownership.

Performance Measure Description

The performance measures will be used to evaluate what the return on investment is for each dollar spent by the County. By maintaining a recovery percentage that is greater than the industry wide average, the County will be able to increase its returns.



Performance Measures	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
<i>As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent (includes depreciation).</i>					
Ratio - All Collected Funds *	4.36	3.02	3.44	3.16	0.14
<i>Maintain a recovery % greater than collection agency industry average specific to governmental accounts:</i>					
Waukesha Cty. Recovery %	34.29%	33.0%	34.5%	35.0%	2.0%
Collection Agencies Rec. % **	11.27%	11.27%	11.27%	11.27%	0.00%

* Calculated as total dollars collected divided by expenditures; desired goal ratio greater than or equal to 2.5 to 1.

** Source: American Collectors' Association (Top Annual Collection Markets Survey).



Activity	2004 Actual	2005 Budget	2005 Estimate	2006 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	\$1,250,193	\$1,195,547	\$1,090,740	\$1,178,198	(\$17,349)
\$ Coll. & Shared with State	\$999,317	\$705,000	\$905,000	\$905,000	\$200,000
\$ Coll. for Municipal Customers	<u>\$255,314</u>	<u>\$180,000</u>	<u>\$228,570</u>	<u>\$190,000</u>	<u>\$10,000</u>
Total \$ Collected	\$2,504,823	\$2,080,547	\$2,224,310	\$2,273,198	\$192,651
Total \$ Retained by County	\$1,798,730	\$1,567,797	\$1,581,990	\$1,655,948	\$88,151
Accts Referred to Collection Div.	10,467	6,500	10,000	10,500	4,000
\$ Referred to Collection Division *	\$3,655,756	\$3,000,000	\$3,000,000	\$3,500,000	\$500,000

* 63.95% of the 2004 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties we are attempting to collect from, and the State's provision for clients' ability to pay, recovery in these areas is anticipated at less than 15% of the amount referred.